United Nations E/ICEF/2017/L.11

Economic and Social Council

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**For decision**

**United Nations Children's Fund**
Executive Board
**Second regular session 2017**
12-15 September 2017
Agenda item 8 (a)

**Draft decision submitted to the Executive Board**

## Country programme documents

*The Executive Board*

1. *Takes note* that the country programme documents for Bolivia (Plurinational State of), Bulgaria, Burkina Faso, Central African Republic, Chile, Costa Rica, Djibouti, Dominican Republic, Egypt, Gabon, Guinea, India, Kyrgyzstan, Myanmar, Nepal, Nigeria, Pakistan, Papua New Guinea, Republic of Moldova, Romania, Somalia, Sri Lanka, the Sudan and Ukraine, the multi-country programme document for the Pacific Islands (Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu) and the area programme document for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine (E/ICEF/2017/P/L.5-E/ICEF/2017/P/L.30), including aggregate indicative budgets, were made available to Member States for their comments and input from 19 June to 7 July 2017, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents for Bolivia (Plurinational State of), Bulgaria, Burkina Faso, Central African Republic, Chile, Costa Rica, Djibouti, Dominican Republic, Egypt, Gabon, Guinea, India, Kyrgyzstan, Myanmar, Nepal, Nigeria, Pakistan, Papua New Guinea, Republic of Moldova, Romania, Somalia, Sri Lanka, the Sudan and Ukraine, the multi-country programme document for the Pacific Islands (Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu) and the area programme document for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine (E/ICEF/2017/P/L.5-E/ICEF/2017/P/L.30), including aggregate indicative budgets.

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**For decision**

**United Nations Children's Fund**
Executive Board
**Second regular session 2017**
12-15 September 2017
Agenda item 8 (b)

**Draft decision submitted to the Executive Board**

## Extensions of ongoing country programmes

*The Executive Board*

1. *Takes note* of the two-month extension of the country programme for Jordan; the six-month extension of the country programme for South Sudan; the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, Nicaragua, the Syrian Arab Republic and Zambia; and the first one-year extension of the Gulf Area subregional programme (Bahrain, Kuwait, Qatar, Saudi Arabia and the United Arab Emirates), which were approved by the Executive Director and are presented in table 1 of E/ICEF/2017/P/L.31;

2. *Approves* the two-month extensions of the country programmes for Cabo Verde, Ghana and Mauritania, following one-year extensions; the one-year extension of the country programme for Libya, following three one-year extensions; the 15-month extension of the country programme for South Africa; and the two-year extension of the country programme for Yemen, following two one-year extensions, as presented in table 2 of E/ICEF/2017/P/L.31.

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Economic and Social Council

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**United Nations Children's Fund**
Executive Board
**Second regular session 2017**
12-15 September 2017
Agenda item 4

**Draft decision submitted to the Executive Board**

## UNICEF Strategic Plan, 2018-2021

*The Executive Board*

1. *Endorses* the UNICEF Strategic Plan, 2018-2021 as contained in document E/ICEF/2017/17/Rev.1 and requests UNICEF to implement the Strategic Plan in accordance with the principles of national ownership and priorities, guided by international human right treaties and instruments and humanitarian principles for humanitarian assistance;

2. *Takes note* of the common chapter to the strategic plans of UNICEF, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); requests UNICEF, if changes are made to the common chapter, to align it with UNDP, UNFPA and UN-Women after endorsement by their respective Executive Boards and to resubmit it for endorsement by the UNICEF Executive Board; and encourages UNICEF to provide details on the implementation of the common chapter in its annual reporting and, when applicable and as appropriate, at the joint meeting of the Executive Boards of UNDP/UNFPA/United Nations Office for Project Services, UNICEF, UN-Women and the World Food Programme.

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**For decision**

**United Nations Children's Fund**
Executive Board
**Second regular session 2017**
12-15 September 2017
Agenda item 10

**Draft decision submitted to the Executive Board**

## UNICEF integrated budget, 2018-2021

*The Executive Board*

1. *Welcomes* the UNICEF integrated budget, 2018-2021 in response to its request in its decision 2009/20 to present a single, integrated budget that includes all UNICEF budgetary categories, with an improved results focus and enhanced linkages with the strategic plan results and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);

2. *Approves* the integrated resource plan as the financial framework for the Strategic Plan, 2018-2021, based on projections of resources available, utilization and working capital required for liquidity;

3. *Requests* UNICEF to continue its strong focus on targeting resources towards the goals of the Strategic Plan, 2018-2021, particularly at the field level and on minimizing institutional costs;

4. *Approves*, for the Global and Regional Programme, a budget from regular resources of $220.0 million, subject to the availability of resources, and other resources of $810.2 million, subject to the receipt of contributions to other resources, for the period 2018-2021;

5. *Also approves* an extension of Executive Board decision 2016/9 authorizing the Executive Director to establish 10 additional director-level positions, to be funded from within the approved institutional budget for the period 2018-2021;

6. *Further approves* an appropriation for the institutional budget for the period 2018-2021 of $2,455.5 million to cover the costs of development effectiveness, United Nations development coordination, management activities and, within special purpose activities, capital investments, and notes that the

projected funding for the appropriation is $1,095.2 million from regular resources and $1,195.0 million from cost recovery from other resources;

7. *Notes*, in addition to the appropriation of $2,290.2 million, the projected funding for the institutional budget of $165.3 million from other resources, subject to the receipt of contributions to other resources;

8. *Also notes*, within special purpose activities, the projected utilization of resources for:

(a) The amounts required in accordance with the UNICEF Financial Regulations and Rules to defray the costs of UNICEF administration of special accounts on behalf of others, including procurement services;

(b) Private sector fundraising, for which budgets will be submitted for consideration and approval on an annual basis by the Executive Board at its first regular session;

9. *Requests* the Executive Director to:

(a) Provide actual financial information in the format of the integrated resource plan and assess performance against the integrated budget in his annual report to the Executive Board;

(b) Recall Executive Board decision 2016/8 and ensure continued focus on improving transparency in the use of resources to achieve programme results and enhance organizational effectiveness and efficiency;

(c) Provide regular updates on the impact and efficiency of spending, including against the Goal Areas and cross-cutting themes of the Strategic Plan, 2018-2021;

(d) Continue to ensure sufficient resources for effective evaluation and audit functions, recalling Executive Board decisions 2017/9 and 2017/10, respectively; and to include in its first revision of the integrated budget a separate budget item for the Office of Internal Audit and Investigations, as decided by the Board in its decision 2017/10, paragraph 14;

(e) Submit to the Executive Board, for annual approval, an updated integrated resource plan at its second regular session, following review of the financial projections upon which it is based;

(f) Submit to the Executive Board information on the actual implementation and results of the revised cost-recovery methodology, together with any related recommendations, at its annual session in 2018;

(g) Take into account the recommendations provided in the report of the Advisory Committee on Administrative and Budgetary Questions with regard to the implementation of the integrated budget, 2018-2021 and the preparation of the midterm review;

10. *Takes note* of the presentation by UNICEF on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018-2021, and recalls its decision 2016/13 on the structured dialogue on financing;

11. *Requests* UNICEF to improve future structured dialogues on financing and, in that regard, requests UNICEF to present a proposal to the Executive Board no later than the second regular session of 2018 on how it plans to use the structured dialogue on financing as a tool to improve the quality and transparency of funding and to better match resources to the outcomes of the Strategic Plan, 2018-2021;

12. *Encourages* UNICEF, in collaboration with UNDP, UNFPA and UN-Women, to find effective and practicable ways to harmonize administrative and financial systems in order to facilitate joint programming and implementation, and to present information on progress made in this regard to the Executive Board.

United Nations E/ICEF/2017/L.15

# Economic and Social Council

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**United Nations Children's Fund**
Executive Board
**Second regular session 2017**
12-15 September 2017
Agenda item 3

**Draft decision submitted to the Executive Board**

## Proposed programme of work for the Executive Board sessions in 2018

*The Executive Board*

*Adopts* the programme of work for the Executive Board sessions in 2018 as a flexible framework subject to revisions as appropriate in the course of the year.

Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (date to be confirmed)

| *First regular session*<br>*6-9 February 2018* | *Annual session*<br>*11-14 June 2018* | *Second regular session*<br>*12-14 September 2018* |
|---|---|---|
| **Organizational and procedural matters** | **Organizational and procedural matters** | **Organizational and procedural matters** |
| Election of the President and Vice-Presidents of the Executive Board *(D)* (9 January 2018)[1] | | Proposed programme of work for the Executive Board sessions in 2019 *(D)* |
| **Programme and policy matters** | **Programme and policy matters** | **Programme and policy matters** |
| UNICEF programme cooperation: | Annual report of the Executive Director of UNICEF *(D)* | UNICEF programme cooperation: |
| Country programme documents *(D)* | UNICEF report on the recommendations of the Joint Inspection Unit[2] *(I)* | Country programme documents *(D)* |
| Extensions of ongoing country programmes *(D)* | | Extensions of ongoing country programmes *(D)* |

[1] This date is tentative.
[2] The report is considered under the agenda item, "Annual report of the Executive Director of UNICEF".

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| *First regular session*<br>*5-9 February 2018* | *Annual session*<br>*11-14 June 2018* | *Second regular session*<br>*12-14 September 2018* |
|---|---|---|
| Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings *(I)*<br><br>Oral update on UNICEF humanitarian action *(I)* | Annual report on UNICEF humanitarian action *(D)*<br><br>Annual report on the implementation of the UNICEF Gender Action Plan, 2018-2021 *(I)*<br><br>UNICEF programme cooperation:<br><br>Country programme documents *(D)*<br><br>Extensions of ongoing country programmes *(D)* | Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018-2021 *(I)*<br><br>Oral update on UNICEF humanitarian action *(I)* |
| **Evaluation, audit and oversight matters**<br><br>Plan for global thematic evaluations, 2018-2019 *(D)*<br><br>Road map to a revision of the evaluation policy of UNICEF *(I)*<br><br>Evaluation reports and management responses *(D)* | **Evaluation, audit and oversight matters**<br><br>Annual report for 2017 on the evaluation function in UNICEF *(D)*, and management perspective<br><br>Evaluation reports and management responses *(D)*<br><br>Revised evaluation policy of UNICEF *(D)*<br><br>Report of the Ethics Office of UNICEF for 2017 *(I)*<br><br>Office of Internal Audit and Investigations 2017 annual report to the Executive Board *(D)*, and management response<br><br>UNICEF Audit Advisory Committee 2017 annual report *(I)* | **Evaluation, audit and oversight matters**<br><br>Evaluation reports and management responses *(I)* |
| **Resource, financial and budgetary matters**<br><br>UNICEF financial report and audited financial statements for the year ended 31 December 2016 and report of the Board of Auditors *(D)*<br><br>Private Fundraising and Partnerships: 2018 workplan and proposed budget *(D)* | **Resource, financial and budgetary matters**<br><br>Report on cost recovery *(D)* | **Resource, financial and budgetary matters**<br><br>UNICEF Strategic Plan: updated financial estimates, 2017-2020 *(D)*<br><br>Private Fundraising and Partnerships: financial report for the year ended 31 December 2017 *(D)* |
| **Other matters**<br><br>Provisional list of agenda items for the annual session of 2018 | **Other matters**<br><br>Address by the Chairperson of the UNICEF Global Staff Association | **Other matters**<br><br>Provisional list of agenda items for the first regular session of 2019 |

| *First regular session*<br>*6-9 February 2018* | *Annual session*<br>*11-14 June 2018* | *Second regular session*<br>*12-14 September 2018* |
|---|---|---|

Reports of the field visits of the Executive Board *(I)*

Provisional list of agenda items for the second regular session of 2018

*Note*:

(*D*) — *For decision*: The Secretariat prepares documentation on the agenda item. The Executive Board is expected to discuss and adopt a decision under the agenda item.

(*I*) — *For information*: The secretariat prepares documentation for information. The Executive Board may opt to take a decision under the agenda item.

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Agenda item 11

**Draft decision submitted to the Executive Board**

# Private Fundraising and Partnerships: financial report for the year ended 31 December 2016

## Private Fundraising and Partnerships budgeted expenses for the 2017 fiscal year (special purpose)

*The Executive Board*

1. *Appreciates* that the revenue goals from private fundraising and partnerships for the Strategic Plan, 2018-2021 will require additional investment to capitalize on growth opportunities;

2. *Recognizes* the importance of private fundraising and partnerships for the implementation of the Strategic Plan, 2018-2021, including with regard to revenue mobilization for the integrated budget, 2018-2021;

3. *Takes note* of the preparation of the UNICEF Private Fundraising and Partnerships Plan 2018-2021, and requests that it be presented at the first regular session of 2018 and encourages UNICEF to implement lessons learned from the UNICEF Private Partnerships and Fundraising Plan 2014-2017;

4. *Also takes note* that the integrated budget, 2018-2021 allocates $998.2 million for private sector fundraising and urges UNICEF to continue to ensure and demonstrate to the Executive Board value for money and the effectiveness and efficiency of this spending;

5. *Notes* that, in order to meet the 2018-2021 revenue targets, the Executive Director recommends the approval of an additional allocation of $12.2 million for 2017 to make early investments to enhance sustainable revenue for programmes during the period of the UNICEF Strategic Plan, 2018-2021;

6. *Approves* for the fiscal year 2017 (1 January to 31 December) the increase of budgeted special purpose expenses from $161.3 million, approved in decision 2017/2 at the first regular session of the Executive Board in February 2017, to $173.5 million, as detailed in the table below;

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| (in millions of United States dollars) | |
|---|---|
| Investment fund costs funded by special purpose regular resources ($70 million approved) | 80.0 |
| Other private sector fundraising costs funded by special purpose regular resources ($46 million approved) | 48.2 |
| **Total private sector fundraising and partnerships costs funded by special purpose regular resources** | **128.2** |
| **Private sector fundraising and partnerships costs funded by special purpose other resources** | **45.3** |
| **Total special purpose expenses** | **173.5** |

7. *Encourages* UNICEF to support effective partnerships and other forms of engagement with businesses to uphold children's rights and help children to meet their basic needs and expand their opportunities to reach their full potential.

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**United Nations Children's Fund**
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**Second regular session 2017**
12-15 September 2017
Agenda item 9

**Draft decision submitted to the Executive Board**

## Evaluation reports and management responses

*The Executive Board*

1. *Recalls* Executive Board decision 2015/10 and welcomes the United Nations Evaluation Group professional peer review of the evaluation function of UNICEF: Final report, including the main findings, recommendations and suggested actions;

2. *Welcomes* recent steps taken by UNICEF to strengthen its evaluation function, but notes with concern that the overall assessment of the peer review rated the UNICEF evaluation function either "short of being satisfactory" or "close to satisfactory" against the three core principles of independence, credibility and utility;

3. *Also welcomes* the commitment of UNICEF to develop a new evaluation policy incorporating actions to strengthen these core principles and, recalling decision 2017/9 in which the Executive Board requested further harmonization between United Nations agencies, to allocate a minimum of 1 per cent of resources to evaluation;

4. *Takes note* of the evaluation of UNICEF's response to the Ebola outbreak in West Africa 2014-2015, including the main findings, conclusions and recommendations;

5. *Welcomes* the commitment of UNICEF to implement and report on actions to strengthen key functions and programming approaches to better prepare for and respond to health emergencies, including the secondary consequences and specific effects on children.

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